



Town of Hillsborough, NC

FY2017

Top Departmental Priorities

Mid-Year Update

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## TOWN OF HILLSBOROUGH

To: Mayor and Board of Commissioners  
From: Jen Della Valle, Assistant to the Town Manager  
Date: November 10, 2016  
Re: Top Departmental Priorities – Mid-Year Update

I'm pleased to submit a mid-year update for the town's Top Departmental Priorities. The town implemented this prioritization system earlier in the year to ensure that we maintain the levels of services that our citizens expect and to reduce the chance that distractions derail our efforts toward our priorities. This is our attempt to refine our focus and answer the question, "If we are successful as an organization in the next 1-3 years, what will success look like and what resources do we need to achieve that picture?"

### Process

Department directors worked with employees in the spring to identify and map the departments' top priorities for this fiscal year. Departments also performed a pre-mortem analysis, evaluating the potential threats most likely to impede the department from achieving its priority and developing strategies to mitigate those threats. Departments submitted finalized process maps for their top departmental priorities and discussed their priorities with the Board of Commissioners at the April work session.

Throughout October, departments met with Town Manager Eric Peterson and Assistant to the Town Manager Jen Della Valle to provide draft updates on their priorities. These meetings were an opportunity to talk through their progress, ask questions and provide any feedback that may be helpful in finalizing updates. Departmental updates include information on what has been accomplished so far, any challenges encountered, strategies for managing challenges, modifications to deadlines and any changes to general strategy.

Departments had flexibility in how they chose to process map their FY17 top priorities and in presenting their mid-year updates, which allowed us to explore different visualization options. Staff has developed a top departmental priority template for FY18 that standardizes the way information is presented, focusing on ease of use. The template is included at the end of the report.

### Next Steps

At the upcoming November 28 work session, departments will provide updates to the board on progress that has been made on their priorities. The board will be able to ask questions and provide feedback to departments. If you have any suggestions for this program or any questions related to the top departmental priorities mid-year update, please feel free to contact me via phone or email:

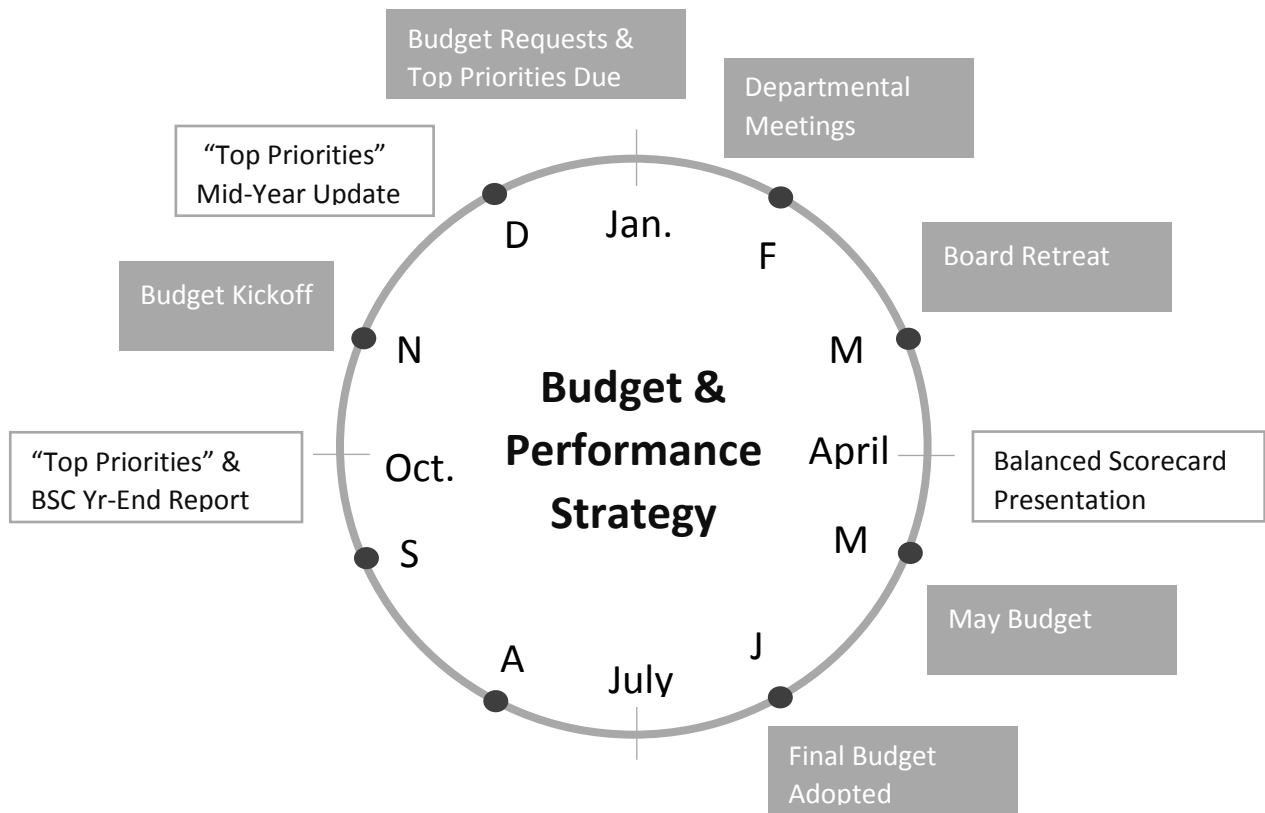
- Email: [jen.dellavalle@hillsboroughnc.gov](mailto:jen.dellavalle@hillsboroughnc.gov)
- Phone: 919-732-1270 ext. 81

## Connection with the Balanced Scorecard

The strategic priorities identified in the town's strategy map reflect the main areas in which the organization will concentrate efforts and strive to achieve significant improvements. These are the areas the board believes must be done to succeed. The top departmental priorities help make progress on those strategic priorities.

Quality of Life	<p>The Town is always searching for ways to add value to the community and individual citizen's lives by preserving Hillsborough's history and heritage (cultural, social, demographic, and economic); providing parks, recreation opportunities, sidewalks and greenways; improving transportation; making housing affordable for all citizens; protecting the environment; and supporting cultural activities and the arts.</p> <ul style="list-style-type: none"><li>• <b>Connectivity &amp; Traffic (Planning)</b></li><li>• <b>Affordable Housing (Planning)</b></li></ul>
Superior Services	<p>Essential municipal services provided to the community should be a good value, customer-service focused, dependable, relevant (services that the community wants and needs), conducted in a professional, well-managed, and sustainable manner. The Town will ensure that training opportunities are provided to employees, elected and appointed officials, and volunteers to create an environment of continual growth, learning, and a willingness to implement innovative strategies, technologies, processes, and approaches that result in more efficient and effective service provision to the citizens of Hillsborough.</p> <ul style="list-style-type: none"><li>• <b>Develop a Skilled and Diverse Workforce (Administration)</b></li><li>• <b>Provide Accurate, Timely Information Useful for Decision Making (Finance/Billing &amp; Collections)</b></li><li>• <b>Complete Residuals Handling Improvements at the Water Plant (Utilities)</b></li></ul>
Community Safety	<p>Hillsborough will be the safest small town in the country. Citizens will feel safe wherever they may be in town, when driving or riding bikes on the streets, strolling on sidewalks, while playing in parks, safe from the threat of fire, and when drinking a glass of water. The Police Department will focus on crime prevention, enforcement, and convictions (when appropriate). Citizens will feel confident that when emergencies arise the Town will be prepared to respond in a quick and effective manner.</p> <ul style="list-style-type: none"><li>• <b>Building Community Engagement Culture (Police)</b></li></ul>
Strategic Growth	<p>Plan and manage growth in a manner that yields development which maintains Hillsborough's small town character and improves the quality of life for citizens. The Town will use forward-thinking planning to create policies, processes, requirements, and plans that address land use, transportation, environmental protection, recreation, public safety, financial, and other critical issues will be used to ensure new development enhances rather than detracts from the community. All new development, especially in areas requesting annexation, should clearly contribute to the financial sustainability of the town. Encourage and plan for economic development to promote sustainability, support current businesses, bring new businesses to town, stimulate economic prosperity through quality job creation, and serve as a catalyst for growth and development.</p> <ul style="list-style-type: none"><li>• <b>Economic Development (Planning)</b></li><li>• <b>Prepare for Anticipated Growth (Public Works)</b></li></ul>

## Proposed Performance Timeline



# Administration

# FY16-17 Top Priority Update – Administration Department

## Accomplishments to Date

Progress on the top priority has been delayed due to the time spent on completion of the FY16 Classification and Compensation Study. One final step needs to be completed in the study – finalizing the new job descriptions. Our goal is to have the first draft completed and distributed to employees by the end of November.

We have offered the Ed2Go online computer classes, and five employees have completed a total of six computer training classes. We also have offered the Hillsborough University writing class with six Town of Hillsborough and three ORFD participants.

## Current Challenges

Challenges that remain following completion of the Study include day to day demands that must be met. The highest level of potential threat identified for the top priority is the time commitment involved in accomplishing it. We stay extremely busy with responding to continuous requests, ensuring that we are meeting routine deadlines, and maintaining/enhancing existing programs. It is very difficult to find time to focus on strategy and make progress towards developing and implementing larger projects. The opportunity for this will be greater now that we have completed the majority of the Study.

## Strategy for Managing Challenges

I have considered blocking off a day on my calendar each week, on which I put an out of office message on my email and voicemail, to focus on working towards the top priority. This may make sense because once we launch the learning and development programs, most likely a day each week will be devoted to training and/or developing new training programs.

## Modifications of Deadlines

We did not have many specific deadlines identified within the top priority document. It looks like we'll need to shift the incorporation of learning goals into performance evaluations, beginning 7/1/17. I think it is reasonable to plan for implementation of the Emerging Leaders Academy in early 2017 and be able to continue building other programs and focusing more on diversity and inclusion in the second half of this fiscal year.

## Changes in Strategy

I don't have any changes in strategy to recommend at this time other than to acknowledge that it is taking longer than anticipated to make progress towards the goal.



# Develop a Skilled and Diverse Workforce

## Employee Learning and Development

Hillsborough  
University: Emerging  
Leaders Academy

Diversity and  
Inclusion

Succession Planning

### Safety

### Intro/101

### Advanced/201

### Potential Threats

Develop: Content, Format, Trainer, Dates; Add to supervisor and employee performance evaluations

*Tiny/Sherri*

*Content, Format, Trainer, Dates (1/1/17 - ongoing)*

*Katherine/Sherri*

*Performance Evaluations (7/1/17)*

Develop: Content, Format, Trainer, Dates (offer every other week, alternating with ELA); Add to supervisor and employee performance evaluations

*Katherine/Sherri*

*Content, Format, Trainer, Dates (1/1/17 - ongoing)*

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*Katherine/Sherri*

*Content, Format, Trainer, Dates (1/1/17 - ongoing)*

*Katherine/Sherri*

*Performance Evaluations (7/1/17)*

#### High

- Large time commitment (HR and employees)
- Maintaining momentum/ sustainability/ consistency

#### Medium

- Lack of buy-in/ interest/ support (employees and supervisors)
- Utilizing the wrong trainers
- Not meeting org/ dept/ employee needs

#### Low

- Scheduling with different shifts
- Lack of funding
- Selection criteria
- Accountability
- Negative perception of "mandate"
- Presentation – branding/marketing
- Thorough program evaluation
- Locations

Identify OSHA Requirements (Positions, Timeframes) (Y1)  
*Tiny (1/1/17)*

Identify TOH Requirements (Positions, Timeframes) (Y1)  
*Tiny (1/1/17)*

Identify TOH requirements for supervisors (positions, timeframes)  
Supervisor (Y1)

Examples:  
Workplace violence prevention  
Workplace harassment prevention  
Diversity/ social equity/ cultural competence

Employment Policies (general)  
FMLA  
New Employees  
*Katherine (1/1/17)*

Identify TOH requirements for employees (positions, timeframes)  
Employee (Y1)

Examples:  
Workplace violence prevention  
Workplace harassment prevention  
Diversity/ social equity/ cultural competence

Employment Policies (general)  
FMLA  
New Employees  
*Katherine (1/1/17)*

Core Skills  
Examples:  
Writing (HU) (Y1)  
Computer (Ed2Go) (Y1)  
Conflict Management (HU) (Y2)  
Customer Service (HU) (Y2)  
Process Improvement (Y2)

7

Electives  
Examples:  
Budgeting (HU) (Y1)  
Book/Article Club (Y1)



# Develop a Skilled and Diverse Workforce

Employee Learning  
and Development

Hillsborough University: Emerging Leaders  
Academy (Y1)

Diversity and  
Inclusion

Succession  
Planning

ICMA  
Effective  
Supervisory  
Practices  
Curriculum

TOH  
Content

Mentor  
Program

360  
Evaluation

Project/  
Report  
Back

## Potential Threats

### High

- Time commitment (HR and trainers)
- Time commitment (employees – in/outside of class)
- Timing (budget/ vacations/ holidays)
- Conflicting priorities in departments
- Momentum/ sustainability/ consistency

### Medium

- Editing external (ICMA or other) content
- Content meets needs and is fun

### Low

- Useful development plan supported by department
- Funding
- Lack of interest
- Tie into succession planning/expectations
- Decreased morale if not selected
- Lack of interaction
- Overtime
- 360 feedback could cause tension
- Identifying mentors and sustaining
- Meaningful rewards
- Identify the right trainers

## Notes:

- Develop: Content, Format, Trainer, Dates  
*Katherine/Sherri (1/1/17 – ongoing)*
- Length: 9-10 months
- Class time: 10-2:30 with lunch
- Complete = 2 bonus points, \$250 bonus, 8 hours leave, etc.
- Board recognition
- Offsite finale
- Open 2-4 seats to other organizations and charge based on actual costs
- Offer every other week, alternating with EL&D

MBTI  
Emotional  
Intelligence  
Budgeting

Develop  
criteria  
Talk monthly?  
Structured  
conversations  
Individuals  
identify  
mentor or  
assigned  
Report back to  
cohort  
Interviews  
with other  
organizations

Professional  
Development  
Plan

# Develop a Skilled and Diverse Workforce

Employee Learning  
and Development

Hillsborough  
University: Emerging  
Leaders Academy

Diversity and Inclusion (Y1)

Succession Planning

## Potential Threats

### High

- Recruitment – reach the right audience
- Time and other priorities
- Perception of reverse discrimination
- Organizational culture welcomes/values diversity
- Selection criteria/ transparency/ creditability at all levels
- Organizational branding
- Missing key component(s)

Recruitment

Positions

Policy

Branding

### High/Medium

- Funding – recruitment, positions
- Good external contacts

Job fairs (high school and up)  
Targeted visits to schools/ orgs  
Job ads:  
Print  
Online  
Professional Orgs  
Schools  
Other Orgs  
Personally recruit

Internships (minority schools)  
Apprenticeships (work first)  
Police diversity scholarship  
Overhires

Recruitment  
Trainee  
Overhires

Branding/ wording ad materials  
Competitive compensation  
Website  
Police recruitment page  
Internal training and development  
Recruitment video

### Medium

- Definition of diversity/ goals
- Overall morale engagement
- Low turnover (may be more significant at management level)
- Board support
- Remaining competitive in market

# Develop a Skilled and Diverse Workforce

Employee Learning and Development

Hillsborough University:  
Emerging Leaders Academy

Diversity and Inclusion

Succession Planning (late Y1/early Y2)

## Potential Threats

- High
  - TBD
- Medium
  - TBD
- Low
  - TBD

Workforce Analysis

Gap Analysis  
Tools: Overhires to fill future needs

Internal Assets/  
Selection process

Opportunities to restructure

Positions  
Key Positions

People  
Potential Retirees (5-10 years)

Positions

10

Skills

Recruitment policy (internal/ external recruitment criteria for certain positions, default to internal/ external and justify internal only

Discuss opportunities with internal staff and create development plans

Technology streamlining

Evaluate other organizations

## Finance

# **Finance & Billing and Collections**

## **Top Departmental Priority Quarterly Update**

**“Provide Accurate, timely information useful for decision making.”**

**Finance Update:**

**“Deliver accurate and timely revenue and expense reports to all stakeholders”**

- 1) What you’ve accomplished thus far (of the steps identified in your process map and/or any new steps identified)
  - Provided all invoices in a timely and accurate manner to businesses for licenses and fire inspections
    - \*All applications processed within 72 business hours of submission
    - \*All renewals sent out within 30 days of expiration
  - Established new procedures for processing of special event permits, itinerant merchant permits, single-day prepaid food and beverage tax.
    - Special event permit procedures were refined and implemented to ensure equal treatment under town’s special event permit policy (specifically, ensuring that all events meeting criteria in Sec. 7-18 of the town code fulfill all requirements set forth by the board in the code).
    - Itinerant merchant permit procedures were created and implemented in response to the board’s desire to require itinerant merchants to obtain permits to operate within the town’s jurisdiction. This was necessary due to the state legislature’s repeal of municipal authority to require merchants to obtain privilege licenses.
  - Prepare accurate, timely data for Audit
    - \*Provided all prepared-by-client (PBC) documents to independent auditing firm by established deadlines
    - \*Provided all additional evidence as requested to complete annual audit
- 2) Any challenges you’ve faced (i.e. financial constraints, process issues, technical, time, other competing priorities crowding out top priority, etc.)
  - Communicating new procedures for processing of special event permits, itinerant merchant permits, single-day prepaid food and beverage tax to businesses
  - Itinerant Merchant and fire inspection compliance due to lack of ability to verify adherence and lack of enforcement leverage.
    - Enforcement of itinerant merchant and fire inspection policies requires the diversion of resources currently allocated to other priorities. For example, verifying compliance with itinerant merchant permit policies requires police officers and/or finance personnel to work extra evening and/or weekend hours at special events where these merchants operate to adequately ensure compliance.
  - Inaccurate and incomplete information provided by Orange County pertaining to details for directly deposited combined tax receipts.

- The Orange County finance office currently collects various revenues on behalf of the town (e.g. motor vehicle taxes, property taxes, stormwater fees), then remits funds collected to the town on a regular basis. The county frequently remits funds without a complete accounting. This makes financial proper posting difficult because multiple revenues sources are combined in a single remittance with no itemization of exact amounts from each revenue source.
- 3) Strategy for managing/addressing challenges
- Continue to engage all stakeholders on a regular basis to communicate new policies
  - Continue to engage Orange County Finance Department to communicate requirements for financial data
    - Specific solutions include revising the town's tax collection agreement with Orange County (that dates back to the 1970s) to include specific reporting requirements for payments, and continuing to communicate requirements to Orange County's CFO and accounts payable staff.
- 4) Any modifications to deadlines, and any changes in general strategy/direction
- Retain a CPA/highly-experience governmental auditor/accountant to field case-by-case questions that will inevitably arise when Finance encounters unique or one-of-a-kind situations, such as GASB rule changes
  - Recommend creating an online/electronic process merchants can use to apply for itinerant merchant permits in order to expedite the process. Options include creating a Google form that can be linked via the town's website, or tasking the town's web developer with creating an alternative solution.

## Billing and Collections Update:

“Provide accurate and timely bills and reports for all stakeholders”

- 1) What you’ve accomplished thus far (of the steps identified in your process map and/or any new steps identified)
  - Respond promptly to customer inquiries
  - \*\*customer inquiries were responded to within 24 hours or sooner
  - Timely bills
  - \*\*water/sewer billings were sent out on time
- 2) Any challenges you’ve faced (i.e. financial constraints, process issues, technical, time, other competing priorities crowding out top priority, etc.)
  - Technical issues within reporting system from Smart Fusion
  - No timely response from staff at Harris to help with getting needed information
  - Mid-year conversion to Fathom
- 3) Strategy for managing/addressing challenges
  - Receive thorough training before converting to Fathom in order to be better prepared to handle getting the needed reports and information directly from the system
  - Keep lines of communication open with Fathom to be able to work together on a daily basis
  - Make sure all records are up to date and verified before and after conversion
- 4) Any modifications to deadlines, and any changes in general strategy/direction
  - Transition to Fathom in November will allow us to meet our deadlines in reporting and be able to serve our customers better by providing more detailed billing and usage information as reads will be collected on an hourly basis
  - Work directly with customer care center at Fathom as needed in order to provide accurate and timely reporting
  - The new AMI system will provide a greater overall picture of usage so that customers can detect high usage, thus allowing them to find and repair leaks sooner



## **Meter Reading Update:**

**“Provide accurate and timely meter reading for customer billing”**

- 1) What you’ve accomplished thus far (of the steps identified in your process map and/or any new steps identified)
  - All meters were reading within the normal boundaries
  - All re-checks were done the same day as requested
- 2) Any challenges you’ve faced (i.e. financial constraints, process issues, technical, time, other competing priorities crowding out top priority, etc.)
  - Using staff from utilities to cover for dept. staff absences helps but they often need to be trained, which slows the process
- 3) Strategy for managing/addressing challenges
  - Creating a formal training program for new helpers
  - Requesting the same person be assigned from month to month
- 4) Any modifications to deadlines, and any changes in general strategy/direction
  - None recommended at this time

# Provide accurate, timely information useful for decision making.

## Internal and External Customers

- Management Team, Supervisors, Employees
- Water and Sewer Customers
- Business Owners & Citizens

### Finance

### Billing and Collections

### Meter Reading

Deliver accurate and timely revenue and expense reports to all stakeholders

Prepare accurate and timely bills and reports for all stakeholders

Provide accurate and timely meter reading data for customer billing

Provide accurate and timely invoices to businesses for licenses and fire inspections

Prepare accurate, timely data for Audit

- Businesses may download applications from the Finance webpage (Assistant Finance Director)
- Once applications are submitted, they should be processed within 72 business hours (Accounting Technician)
- Renewals are sent out within 30 days of expiration (Accounting Technician)
- Prepared-By Client list must be completed and submitted to auditing firm no later than 60 days after fiscal year close (Finance Director)
- Fulfill all requests for information from auditors within 72 hours of request. (Finance Director)
- Complete the Consolidated Annual Financial Report (Finance Director)

Respond promptly to customer inquiries

Customer inquiries made by phone, in person, and by email are answered normally within 24 hrs.

Prepare, review and submit accurate and timely data to Finance Department

Monthly reading schedule is done by Linda.

Exception reports and calculation reports are reviewed daily.

Billing then updated to F/L.

Adjustments done on weekly basis and updated to F/L.

Provide accurate and timely completion of service orders

After deposit and connection fee is paid, a work order is generated by B&C office, and placed in Linda's office.

The next day, the work order is picked up by the meter reader and completed as instructed by the work order.

Afterwards, the work order is filled out with pertinent information and returned to B&C office for processing.

All work orders are completed within 24 hours or sooner.

Provide accurate and timely response to new meter installation requests

After fees are paid by contractor, a work order is created in B&C office and either held until specified date or completed the next day.

Meter reader, picks up new work orders daily, completes them by setting a new meter, fills out the needed information on the work order and returns.

If there is a problem setting a meter, a call is made to the contractor and a new date is determined.

#### High

- Time
- System/IT constraints
- Momentum/ sustainability/ consistency

#### Medium

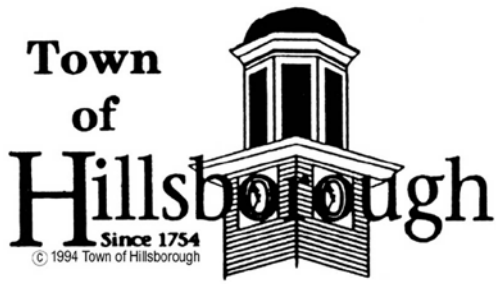
- Lack of support
- Not having the right training
- Unclear understanding of org/ public/ customer needs

#### Low

- Skill gaps
- Resources
- Accountability
- Negative perception of IT system

#### Potential Threats

# Planning



## MEMO

To: Eric Peterson, Town Manager  
Jen Della Valle, Assistant to the Manager  
From: Margaret A. Hauth, Planning Director  
Date: October 26, 2016

RE: Status update of department goals (big 3) implementation

Attached is the one-page map of the department goals discussed with the Town Board in April. Also attached is the department's work plan, color coded to the three topics below. This work plan was shared with the board in August. The following is an update of what has happened on these tasks as of the end of September.

### **Connectivity**

#### **Transit strategy**

*Understand partner plans & priorities* – Staff has been more diligent in participating in regional meetings on transit and transportation in general. An update to the Bus and Rail Investment Plan is in the works to update the funding available for a variety of projects. The town's participation will be needed to ensure funding is not assigned away from the train station. Additionally, Go Triangle continues to work on a park-and-ride location for the Durham Express bus, as well as a transfer location. It appears the park-and-ride may not be in the town's jurisdiction, but instead be located near Churton Grove. This work can continue without additional resources.

*Determine how we influence our partners* – The town is not a formal member of the Go Triangle Board, so any impact we have on their actions is through negotiations and relationship building. I have not researched whether this could change, but my first thoughts would be that such a change would be very time consuming and may not yield much benefit.

#### *Develop plans if necessary*

It is too soon to know if this will be necessary, but it seems unlikely

#### **Public projects**

##### *Implement the Connectivity Plan*

The funded projects (downtown access & CMAQ) are proceeding according to schedule. There continues to be delays and impediments, but those seem to be attributable to the regulatory framework required by the funding, or need to rely on NCDOT and their limited staff availability.

### *Develop Funding strategy*

No specific activity – would need feasibility studies to set the scope of funding needed (i.e. a project list). The table below shows all the projects which staff is aware of and the proposed spending priority. There is about \$110,000 available annually through the MPO, of which \$20,000 is local match. These are federal funds, which increase the requirements when used for construction. Discussion or adjustment to priorities is welcomed.

<b>Project</b>	<b>Status</b>	<b>Priority</b>
Multi-use path, north side of Cornelius Street	We've completed the basic feasibility for this project and have identified phases so that we could move toward construction. There are about 5 phases, so this would commit our funding for 5-7 years. The total project costs is about \$600,000.	Third
Crosswalks on North Churton intersections	The crosswalks at Queen, Union, and Orange were all designed as part of the downtown access study. Construction has been delayed due to expanding costs for the downtown components. The total project is approximately \$200,000.	Second
Lafayette to Cates Creek Parkway sidewalk/crosswalk	With the opening of Cates Creek Parkway and park, the residents of Cornwallis Hills have an increased interest in a safe crossing of Churton Street at Lafayette Drive. This crossing will be included in the South Churton widening project, but construction on that project is still some years away. Installing a crosswalk in this location without signaling the intersection could give citizens a false sense of security and needs NCDOT approval.	
I-85 bike-ped. bridge	Additional planning work is needed before this project moves to a construction phase. There is some indication that Collins Ridge is considering a change to their plan and may start at the south side of their project and move north. If that change occurs, this connection becomes more accessible and more important.	First
Oakdale Dr./Millstone	This is a road improvement, not bike/ped. The extension of Oakdale Drive east to Millstone so that traffic can be routed to the Oakdale light has been on the local plans for a long time. Some preliminary engineering and analysis is likely in order before priority can be determined.	
NC 86/NC 57	This intersection has been a long-time concern without being unsafe enough to trigger detailed review by the town or state. The intersection is outside the city limits, so improvement responsibility should fall to NCDOT.	
Eno Mountain Road sidewalk	The town heard about pedestrian access while discussing the Elfin Pond plan. Now that the development is filling up, new residents are continuing the request. Since the land between Elfin Pond and Occoneechee Mountain is outside the city limits, construction of a sidewalk will be difficult.	
Pedestrian connection from downtown to train station	The northern end of the Churton Street widening project is still uncertain. We intend to continue to include this connection with the Churton project.	

## **Roads/Congestion**

No specific activity. Eric Hallman had provided a website comment that it was time to take up the discussion of a bypass or general traffic congestion. This comment was shared with the board at about the same time the process maps were shared. No specific direction was given to prioritize that project and additional resources would be needed to undertake a new study.

## **Affordable Housing**

### **Maintain**

The town continues to participate in the HOME consortium that allocates about \$400,000 federal dollars to the county annually. These funds are awarded to non-profits submitting qualifying applications during a funding cycle each spring. An elected official also participates in the Community Home Trust and Partnership to End Homelessness meetings. Staff has not participated in these efforts as there is little direct action the town can take to support these organizations.

Staff has spent time working with Habitat to reach an agreement with Ashton Woods to allow the affordable project to move forward in Waterstone. We've also fielded a number of inquiries from developers looking for appropriate sites on which to pursue tax credit funding. Staff identified three or four priority sites and have been sharing contact information.

Staff continues to try to identify projects where the affordable housing fees in lieu can be spent. We do now have a written agreement with Community Empowerment Fund to allocate \$5,000 this fiscal year toward rental deposits.

### **Targeted Action**

No specific activity

### **Comprehensive strategy**

No specific activity

## **Economic Development**

### **Water & Sewer south of I-40**

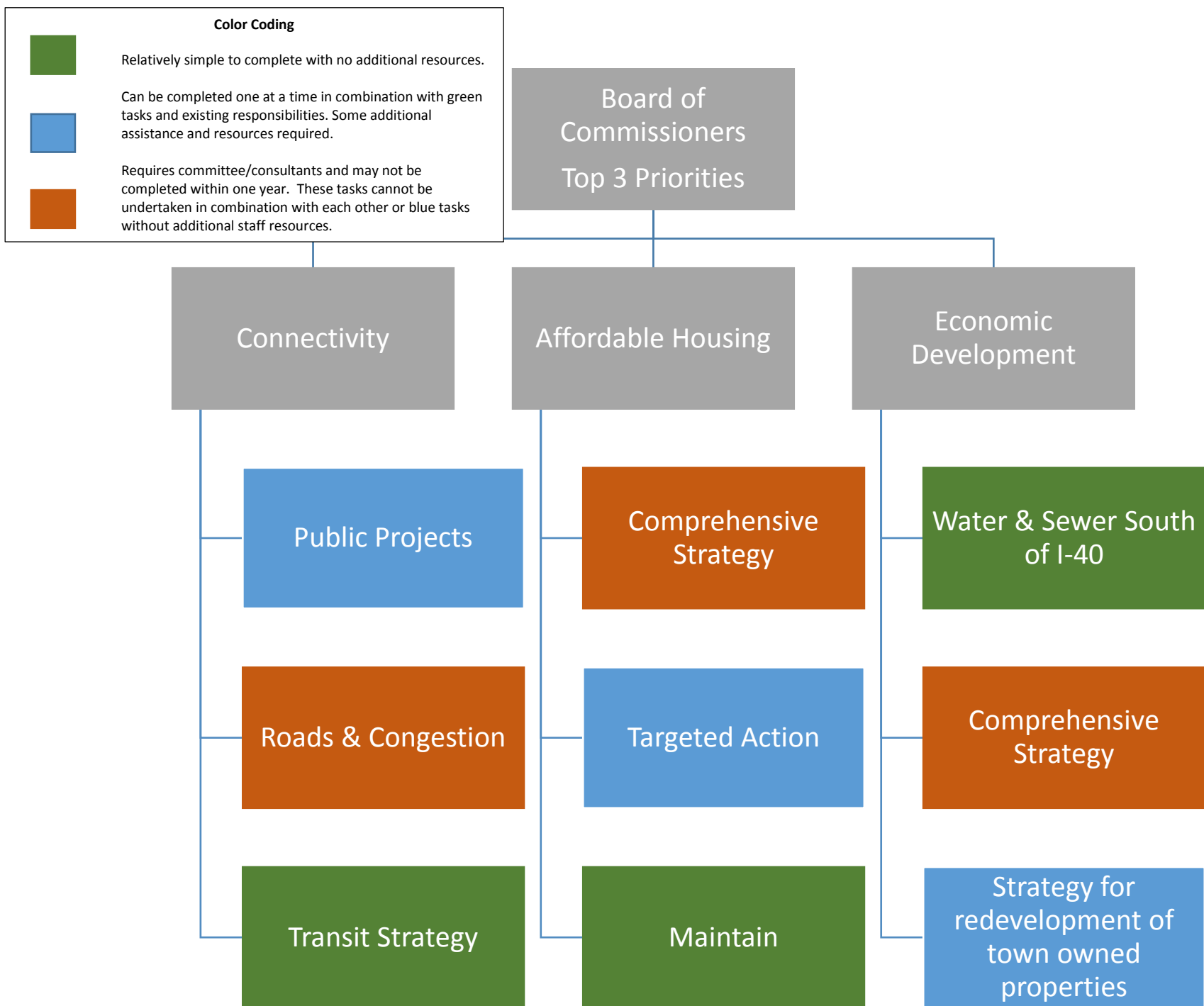
This project was suggested by Orange County Planning staff and remains their initiative. Out of respect to their interests, the town has remained passive and allowed Orange County staff to set the pace. They have indicated a desire for a variety of inter-local agreements and commitments so they and the BOCC are comfortable committing economic development tax funds to this project. The town recently amended its Future Land Use Plan at the County's request as one step toward the agreements needed to move this project forward.

### **Strategy for redevelopment of downtown town-owned properties**

Staff asked for the board to authorize discussions with downtown property owners regarding parking in advance of developing redevelopment plans. Another meeting will likely have been scheduled before the board's November workshop. Staff is also now working on a revised lease for the Bank of America parking lot, since it is at risk.

### **Comprehensive Strategy**

No specific activity





DRAFT  
Planning Dept. Work Program  
July 2016

Project	July	Aug	Sept	Oct	Nov	Dec	Jan-17	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Discussion with Utilities about hot box location																		
Connectivity Plan Update																		
Rental deposit assistance investigation ✓																		
New Planner - recruit/hire/train																		
On-going UDO updates																Econmic Development		
Regulate temporary uses in UDO																Affordable Housing		
Modify Non-conforming characteristics requirements in UDO																Connectivity		
Good Repair standards to the UDO																		
Strategic parking plan for downtown in light of redevelopment potential																		
Update/review processes to limit SUP & increase by right in UDO																		
Town Hall Campus renovation could start																		
Amendments for Accessory dwellings in UDO																		
Service agreement discussions with Orange County Inspections																		
Discussion of priorities for expending Housing payment in lieu funds																		
Train Station design solicitation																		
CMAQ sidewalks - Construction Complete 12/30/17																		
Downtown access - construction																		
Sidewalk dining updates																		
Advisory Board consolidation																		

Police

*Hillsborough Police Department*  
**Duane Hampton, Chief of Police**

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TO: Jenifer Della Valle, Assistant to the Town Manager

FROM: Duane Hampton, Chief of Police

DATE: 11/2/16

SUBJECT: Top Priority Update

Earlier this year, each department submitted a top priority that they were going to focus on going forward. The Police Department identified five focus areas:

- Vision/Mission and Policy
- Community Engagement
- Employees
- Enforcement and Policing
- Equipment and Technology

At the time, the Police Department identified “community engagement” as its Top Priority and submitted a number of action items the department was going to be working on. Since that submission, work has been done on a number of the items, but we have also had to shift our priority to one of the other focus areas: “employees.”

**Original Focus: Community Engagement**

In the area of community engagement, we identified four goals. Below is a summary of our progress on each one:

Goal 1: Relationships – Build and Enhance Connections between HPD and the Community

- Build Connection with Spanish-Speaking Community
  - Earlier this year, we had a number of meetings focused specifically on the Spanish-speaking community. We also became active with the Faith ID program. We have not yet made progress on having forms and information translated into Spanish, developing clearly identified community liaisons or offering Spanish language training to officers (beyond normally available classes). We have focused our most recent diversity hiring efforts on identifying Spanish-speaking candidates, but have yet to identify a suitable candidate.
- Revamp our Community Watch
  - This entire step is largely in progress and while work has been done to get the process moving, we have not yet completed any of the action items in this area.

- Build Community Policing (COP) Culture in Patrol
  - We have spent a significant amount of energy both setting expectations and modeling those expectations for patrol interaction. We have had significant success in getting patrol officers to engage with the community, especially on an informal and smaller scale. All of the actions officers have made surrounding bicycles for kids, the community garden day and recent yard clean up for a senior citizen are examples of that engagement. There are a number of other action items that have not yet been accomplished.

#### Goal 2: Problem Solving – Become a Problem Solving Organization

- Provide SARA Model Training (problem-solving model used in community policing)
  - We introduced this training to supervisors earlier this year, but have yet to follow up with full implementation. Additional training is still needed and we need to develop a consistent format for documenting and reporting.
- Set Goal and Expectation
  - We have discussed the goals and expectations with supervisors, but have not yet implemented it as we are still having to complete some other steps before this can really go live.
- Develop a process for identifying, tracking and reporting efforts
  - We have tried a couple different methods to accomplish this but have not found one that works effectively. This is still in progress and is linked closely to the Engagement Scorecard listed under Programs.
- Identify ways to celebrate success/provide incentives
  - We have not made significant progress on this item.

#### Goal 3: Programs – Offer Programs that Engage the Community

- Inventory and evaluate our existing programs
  - This is currently in progress.
- Develop New Programs
  - We have not made a focused effort on this item yet – pending the completion of the above inventory.
- Create an “Engagement Scorecard”
  - Some preliminary work has been done on this, but it is still in progress. We are hoping to have this finalized before the end of the year. We have also talked about using this item as some kind of goal item in the performance evaluations in the future.

#### Goal 4: Visibility – Increase Visibility and the Perception of Visibility

- Define Expectations

- We have set a “paint your zone” expectation with patrol, that every street in one’s assigned area should be driven. We have been working to continually reinforce this message.
- Monitor Activity
  - We are still trying to find a good technology tool for this, but have acquired and tested a few different tools with limited capability. While the tools we have are not adequate for the long term, they have allowed us to measure progress and we are seeing significant increases in patrol coverage. We have also received good feedback from citizens regarding increased visibility.
- Develop and Incentive/Reward System
  - We have not made any progress on this step yet.

### **Redirected Focus: Employees**

One of the biggest challenges to any success in the above area has been our staffing. We have been unable to do several things we had planned, such as moving additional personnel into COP due to simply having unfilled vacancies. We have been in a state of almost constant hiring, and have made several hires that ended up not working out as planned, which has delayed the process even further. Our diversity hiring effort has yielded some good candidates, but even then, one of them was unable to compete the academy, and the other, though she completed the academy, will still not be an independent employee until December. We have made several lateral hires that are working out, but again, they are still in or just completing their training and just now becoming effective employees.

To add to problems in this area, now that we have some additional staff, we are facing some absence issues. We have one officer who had shoulder surgery for a non-work related issue, but will be out of work until next year. We also have three officers who have pending paternity leave over the next 3-5 months.

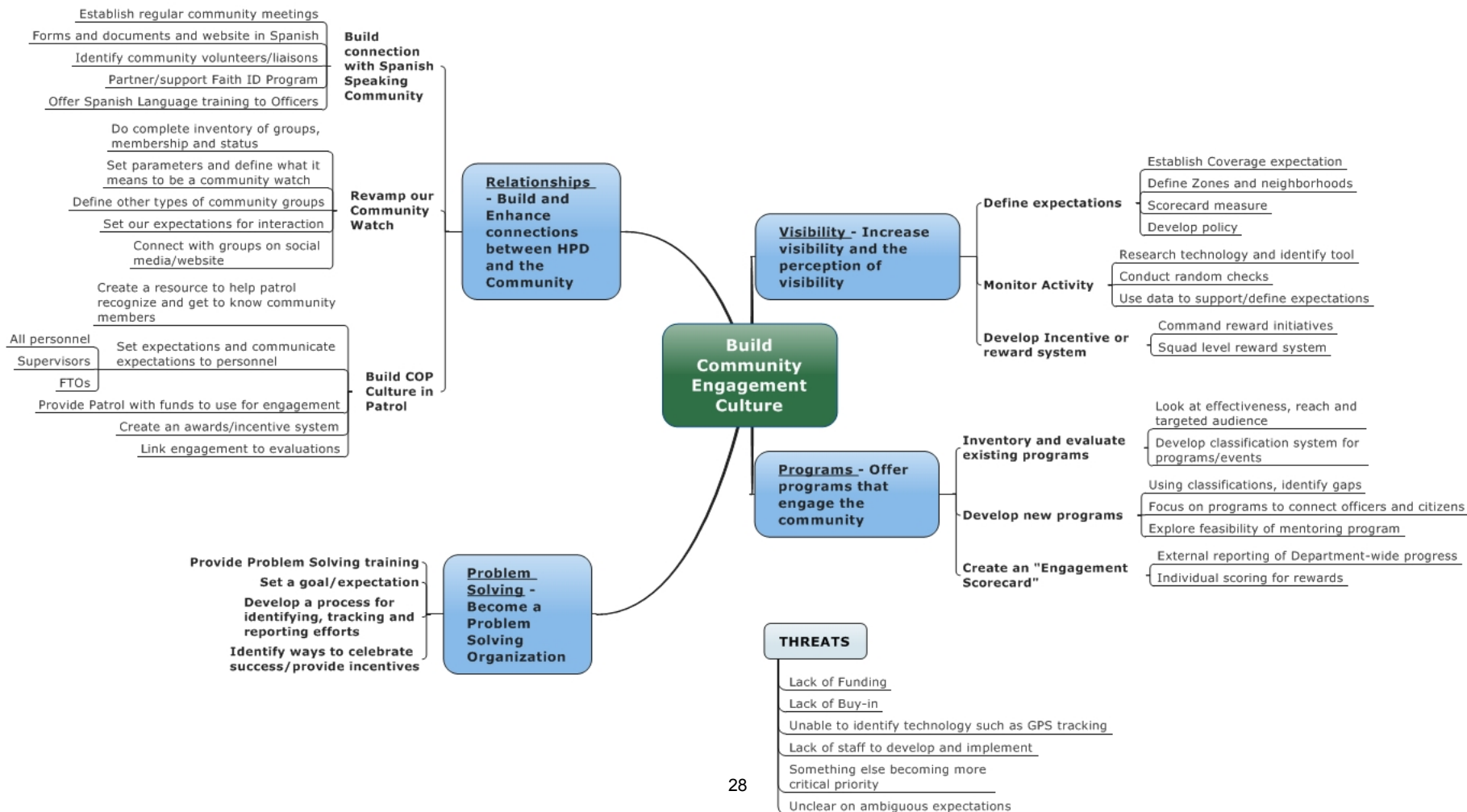
As we have been shifting our energy to the focus area of employees, we have been working on three key goals:

- Attract the best candidates
  - We have done and are currently doing hiring processes focused on both experienced lateral-hire officers who we can get on the job quickly and diverse candidates that we can put through a BLET program.
  - We are working on several proposals to help make employment with Hillsborough Police Department more appealing.
  - The recent compensation and classification changes are also a benefit in this area.
  - We have been looking at developing a recruiting video, but are still in the preliminary stages.
- Retain the best candidates
  - We are looking at different incentives and benefits we could offer to serve employees.

- We are building a culture of caring for our employees with how we approach employee needs and our focus on their long-term health, though things like our fitness program.
- We are increasing internal communication and providing more opportunities for individual employees to both participate and be recognized for their efforts.
- Provide high quality training
  - We are focused on ensuring that employees get training when they request it.
  - We are developing programs around mental conditioning, use of force and driving, as well as other high liability areas.
  - We are investing in outside training targeting employee growth and development.

Please let me know if you have any questions or require any additional information about our progress on the Police Department's priorities.

Cc: Eric Peterson, Town Manager





## Public Works

## **PUBLIC WORKS DEPARTMENT – FY17 TOP DEPARTMENTAL PRIORITY**

**Prepare for anticipated growth** – As Hillsborough grows in the upcoming years it will be necessary to strategize in advance how the Public Works Department will be able to provide consistent services as the demand increases. The impact on collection routes, equipment needs, staffing levels, and facilities will need to be analyzed.

### **1) Modify Collection Routes**

#### **A. Perform route optimization (in-house or contract)**

- i. Complete within two to three years

#### **B. Monitor how new development impacts routes**

- i. Track fuel costs
- ii. Ensure sufficient time for operator to complete the route and perform daily truck maintenance

- iii. Routes completed on schedule will be a performance measurement

Staff continue to modify collection routes as developments grow. This past year, Forest Ridge and Riverbend's collection day changed from Wednesday to Thursday. Further expansion of Waterstone will trigger the next schedule change. Changes in fuel costs have not been tracked; staff will be working with Finance to monitor fuel usage. Routes are completed on schedule allowing time for equipment maintenance to be performed.

### **2) Equipment**

#### **A. Purchase equipment as needed to maintain reliable solid waste operations**

- i. When it becomes necessary to operate two garbage trucks on the same day a backup truck will be needed in case a truck is out of service

A new knuckleboom truck will be delivered in late winter/spring in 2017 to replace the truck that has been in service more than ten years. An additional garbage truck is still a potential future need.

### **3) Personnel/Staffing**

#### **A. Invest in training**

- i. Staff will attend ITRE Roads Scholar Classes
- ii. Staff training on Public Works Equipment
- iii. Leadership development classes to help prepare employees to become crew leaders

Two staff have achieved Roads Scholar certification this past year and additional training

continues. As staff complete equipment training, they will be attending leadership development classes along with the Crew Leader. The department is considering adding an additional Equipment Operator III level in future years to allow for further professional development and advancement opportunities for staff. One of the challenges for Public Works is finding the time to send staff to training classes. Due to the shortage of staff, asphalt and stormwater work typically will not occur when someone attends a class and there may be absences due to vacation or sick leave, which results in not having enough people to do the work.

**B. Evaluate formation of solid waste and street departments**

- i. Staff will primarily be assigned to work within the department
- ii. Prevent understaffing by monitoring department needs
- iii. Communicate department needs during budget process
- iv. Estimate two to three years to become separate departments

No change in evaluation process.

**4) Move into New Building**

**A. Determine space needs**

- i. Town staff will measure space currently utilized by Public Works Department
- ii. Add contingency for projected growth
- iii. Initial measurements for equipment have already begun

**B. Determine facility location**

- i. Evaluate current town-owned properties and other potential properties
- ii. Staff will determine if land acreage is sufficient for Public Works buildings and equipment to successfully operate

**C. Hire firm to do conceptual and detailed design that verifies space needs**

- i. Staff will conduct a request for qualifications to hire qualified engineering firm
  - (1) Perform soil boring tests to determine suitability for construction
- ii. Conduct a request for proposals to hire a steel building firm to collaborate with project engineer
- iii. Integrate employee input into design process

iv. Public Works facility to be completed in FY17

After evaluating plans for a Public Works facility under construction for a North Carolina municipality similar in size to Hillsborough, staff believes it would be best to move forward and hire an engineering firm to determine how much space will be needed to accommodate future needs of the Public Works Department. An RFQ will be sent out in November/December to engineering firms who will perform planning, design, and project management of the facility. After preliminary plans are developed, an accurate determination can be made if the Hwy. 86 property is large enough to accommodate Public Works' needs.

**5) Safety training**

- i. Staff will complete NIMS for major emergency preparation
- ii. Continue ITRE work zone safety classes for staff
- iii. Hillsborough-required safety training
- iv. Include performance measurement for percentage of staff completing NIMS and ITRE certification

All staff have completed NIMS training and the most recent employees continue ITRE work zone safety classes. Both parameters are part of performance management in the Balanced Scorecard.

**6) Citizen communication**

- i. Coordinate information sharing with Public Information Officer
- ii. Create videos with PIO that communicate key information
  - (1) Create educational asphalt resurfacing video in FY17
- iii. Distribute collection calendars when new residents apply for utility service

Public Works and the PIO routinely communicate about Public Works policies, guidelines and work that effects citizens. PIO and Public Works staff have completed an asphalt resurfacing video that will soon be available for public viewing. Collection calendars are available on the town website and at the Town Annex for residents when they request utility service.

## Utilities

## **UTILITIES DEPARTMENT – FY17 TOP DEPARTMENTAL PRIORITY –**

### **Oct. 2016 Update**

1. **Complete residuals handling improvements at the Water Plant** – This goal will aid the operation of the Water Plant, reduce accumulation of solids in the Collection System, and eliminate related upsets at the Wastewater Treatment Plant. Staff involved will primarily be from the Water Plant and Distribution/Collection Divisions. Other divisions will assist as needed.
  - a. ***Remove existing residuals from lagoons***
    - i. Hire contractor for assistance with permitting/removal/disposal (*Kenny Keel, by 4/29/16 [Done 5/9/16, EMA Resources](#)*)
    - ii. Obtain permit for distribution of residuals
      1. Sample and test residuals (*Jeff Mahagan, by 5/31/16, [Done 5/25/16 by EMA Resources](#)*)
        - a. Full TCLP (Toxicity Characteristic Leaching Procedure)
        - b. Pathogens (7 fecals)
        - c. Nutrients/Metals
      2. Apply for and receive permit (*Kenny Keel, by 6/30/16, [Rec'd 8/19/16](#)*)
    - iii. Remove residuals and dispose offsite (*Kenny Keel, by 8/31/16, [Start by 11/7/16, complete by 6/30/17 due to potential weather delays](#)*)
  - b. ***Return effluent pump station to operating condition***
    - i. Clean sediment from wet well (*Sammy Lankford, by 4/30/16 [5/31/16, responsibility shifted to Al Robertson, to be redone before completing repair work](#)*)
    - ii. Install lining in pump station wet well (*Sammy Lankford, by 4/13/16, [Al Robertson, to be done after repair work is completed, by 12/16/16](#)*)
    - iii. Repair or upgrade pumps as needed (*Sammy Lankford, by 5/31/16, [Al Robertson, by 11/30/16](#)*)
    - iv. Tie-in new force main and valve vault at wet well (*Joel Lashley, by 6/30/16, [by 12/16/16](#)*)
    - v. Tie-in new force main to gravity sewer downstream of valve (*Joel Lashley, by 6/30/16, [Done 8/15/16](#)*)
    - vi. Install doghouse manhole over wye on sewer outfall (*Joel Lashley, by 11/30/16, [Done 8/23/16](#)*)
  - c. ***Remove dried sludge from drying beds*** (*Russell Bateman, by 8/31/16, [Howard Hobson, likely to be done by EMA Resources by 6/30/17](#)*)
    - i. After permit issuance (1.a.ii), have dried sludge removed
  - d. ***Repair decant towers*** (*Scott Smith, by 10/31/16 [6/30/17](#)*)
    - i. Replace decant valves in towers
    - ii. Repair/replace weirs as needed
    - iii. Other repairs as needed